WELCOME
to the PruittHealth Family of Providers!

NEW HOME HEALTH AGENCIES
PruittHealth Home Health (Forsyth)
PruittHealth Home Health (Charleston)
PruittHealth Home Health (Greenville)

Beyond the Numbers.............................................................1
A Letter from the Chairman & CEO.................................2
Quality Partners....................................................................3
Quality Care ..........................................................................9
Skilled Nursing & Rehabilitation Centers..........................11
Home Health .........................................................................15
Hospice................................................................................17
Home First ............................................................................18
Care Management.............................................................20
Home Infusion Pharmacy Services ..................................21
Retirement Senior Living .................................................22
PruittHealth Premier........................................................23
PruittHealth Physicians Services ..................................23
Quality Customer Service ..............................................25
Quality Community Service ...........................................29
We are pleased to present our thirteenth annual Quality Report. This report highlights what we have achieved in the past fiscal year, despite the challenges we face as a family of care provider, operating within our nation’s rapidly changing health care industry.

PruittHealth has been a leader in the delivery of post-acute care services for 49 years, and we are committed to providing organizational transparency to our customers, colleagues, state and federal regulatory agencies, and partners within the PruittHealth family of providers. This quality report is one of the ways we honor that commitment, while providing insight into the past fiscal year’s trends.

Our patients are the reason we strive to be the first choice for post-acute health care needs in every community we serve. We exist to help them navigate their journey back to health, as they work to reach their individual goals. Our vision to be innovators in a seamless and superior health delivery system to the communities we serve continues to drive us forward.

Our patient- and family-centered efforts help our organization continue to grow stronger, as we meet and exceed our customers’ expectations. Since its inception in 1969, PruittHealth has been a leader in the health care profession, and as one family, united in making a difference, we have ensured great stability in our high-quality services and commitment to caring.

In this quality report, you will find additional information which outlines our organization’s goals and the steps we are taking to continuously improve and excel. We believe that the transparency of this document will provide the communities we serve a greater understanding of our operations. PruittHealth has continued to develop and adapt, and we are thrilled to begin our journey through 2019 and beyond, towards our much anticipated 50th Anniversary in September 2019.

We are honored to serve communities throughout the Southeast and appreciate your time and interest in PruittHealth.

With kindest regards, I am

Sincerely,

Neil L. Pruitt, Jr.
Chairman & CEO
PruittHealth
We are pleased to announce the following Guiding Light Caregiver of the Year Award Recipients for 2018:

1st Place - $5,000
Petra Inman
PruittHealth – Lakehaven

2nd Place - $3,000
Benedict Redd
PruittHealth – Raleigh

3rd Place - $1,000
Glenda Young
PruittHealth Hospice (Cordele)
PruittHealth has found that promotion and development from within strengthens partner loyalty and creates a culture that stands above other providers. Many of our organization’s leaders have been with PruittHealth for more than a decade and have either grown with the same department or transitioned among our service delivery lines. Our organization believes in improvement through continuing education, and as such, we provide the following opportunities for partner education and advancement:

**CNA Ladder Program**
Provided for Certified Nursing Assistant advancements within the company.

**Goals:**
- To enhance the professional knowledge and skills of CNAs
- To provide CNAs with an opportunity for advancement in their respective health care center, hospice, or home health agency
- To improve patient care and the patient experience
- To reduce CNA turnover

**Continuing Education Conferences**
For organizational leaders, administrators, and directors of health services.

**Administrator-in-Training Program**
PruittHealth is dedicated to creating opportunities for individuals that are interested in pursuing a career as a health care administrator. Through our Administrator-in-Training program, an individual receives classroom instruction, hands-on training, and mentorship from experienced administrators. The goal of the Administrator-in-Training program is to develop strong leaders throughout our health care centers, resulting in increased patient care and partner retention.

**Executive Management Advancement Program**
In 2017, PruittHealth began a new program designed to develop the leaders of tomorrow. Through a partnership with Georgia State University, 20 partners are working to receive MBA/MHA Dual Master’s Degrees while employed at PruittHealth. During the course of the program, the partners will be learning from the various service lines and departments that make up PruittHealth. Upon completion of the program, the partners should have a strong understanding of PruittHealth as a whole and help lead us into the evolving future of health care.

**PruittHealth University**
We recognize that quality people thrive in an environment that promotes lifelong learning, so years ago we established PruittHealth University, an online learning resource that is updated with new and innovative material each month. Video education programs guide partners through topics, such as human resources, benefits awareness, leadership, and customer service skills, as well as clinical-specific programs. (See Fig. 1.1).

Our organization understands that given our complex patient population, some clinical skills cannot be taught without a fully-integrated approach to learning. Our proprietary specialty care pathways and other clinical competency programs encourage partners to excel through a combination of hands-on classroom and online tutorial instruction. Partners are then evaluated upon demonstration of quality proficiency in clinical benchmarks.

**Partner Services & Recruiting**
In order to continue to attract the best professionals in the competitive health care environment, PruittHealth offers a benefits program that reflects our partner commitment, including:
- 5-Star bonus incentive programs for achieving quality goals
- Employer contributed medical, disability, and life insurance
- 401(k) Retirement Savings Plan
- Employer paid profit sharing
- “Great Jobs, Great Money” partner referral program (when existing partners recruit new staff)
- Paid Time Off (PTO) accruals beginning the first day of employment

The voices of our partners are instrumental in improving patient care, customer satisfaction, and workforce satisfaction. In order to receive partner feedback, we have multiple methods through which they can communicate concerns privately or anonymously, including a(n):
- Committed to Caring toll-free hotline (1-800-222-0321)
- E-mail address for questions with confidential responses (questions@pruithlalth.com)
- Partner satisfaction survey, conducted annually

**BEST IN CLASS AWARD WINNERS**
We strive to promote an environment where our partners feel like they are family, and we believe it is important to recognize the following locations that have excelled as Best in Class for partner satisfaction survey results in FY18:

- PruittHealth - Fort Oglethorpe
- PruittHealth Consulting Services
- PruittHealth Home First (Augusta)
- PruittHealth Home Health (Atlanta)
- PruittHealth Hospice (Blue Ridge)
- PruittHealth Pharmacy Mail Order (Durham)
- PruittHealth Pharmacy Services (Durham)
- The Oaks - Carrollton (AL)

**QUALITY REPORT 2018**

“The people that I work with are extraordinary. We have a strong commitment to the work that we do and taking care of patients. In general, coworkers respect one another and appreciate the value each person brings to the work we do here.”

“I love working at PruittHealth. I started my career at PruittHealth as a Certified Nursing Assistant over 5 years ago. Pruitt has really given me a lot of advancement chance. I really enjoy working at PruittHealth.”

“PruittHealth is an outstanding company and I enjoying working here and plan to work here until I retire.”
PRUITTHEALTH PARTNER PROGRAMS

PruittHealth is proud of our partners’ commitment to caring. We have developed the following programs to recognize and learn from our greatest asset:

Leadership Mirroring
Program in which more than 40 organizational leaders work each quarter, side-by-side with direct care staff, in an effort to better understand their roles, challenges, and successes.

Committed to Caring Challenge
For the third year in a row, we partnered with Second Wind Dreams, a non-profit entity recognized as the nation’s first organization dedicated to changing society’s perception of aging by starting a cultural conversation and fulfilling individual elder dreams. Every location in our family of providers has its own Committed to Caring Council, which is given $1,000 to complete the challenge – fulfilling a patient’s dream.

The first place location receives $50,000 towards an approved renovation, $1,000 for a partner celebration, and a $50 bonus for each partner. The second place location is awarded $25,000 towards improvements and $750 for a partner celebration, and the third place location is given $10,000 for an approved renovation and a $500 partner celebration.

This year’s winners were:

1st Place
PruittHealth – Pickens and PruittHealth Pharmacy Services (Toccoa) – “A Dance to Remember”
Regina Clardy’s only dream was to dance at her son’s wedding. At 49 years old, Regina is not your typical resident at PruittHealth – Pickens. In 2016, she developed quadriplegia. However, upon finding a second family at PruittHealth – Pickens, she wasn’t aware her dream was soon to come true. During her stay, her only unwed son planned a wedding and wanted nothing more than to share this particular moment with his mom.

Partners at PruittHealth – Pickens knew Regina’s dream and recognized this as an opportunity to grant her wish. The facility ordered special equipment that allowed her to dance at her son’s wedding. Their distinct moment came alive and was captured on video, where both of their smiles can be seen lighting up the room!

2nd Place
PruittHealth – Bethany – “Somewhere Over the Rainbow”
Grace has always had her head in the clouds, dreaming of taking a ride in a hot air balloon. At 87, that dream seemed to have been blown away by the wind. However, the partners at PruittHealth – Bethany decided to take it upon themselves to lift her spirits and make this dream a reality. PruittHealth – Bethany was determined to show Grace a whole new world, through the views of a hot air balloon ride.

“That fella right there sat by my bed and asked me if I wanted to go on a balloon ride, he said he was scared to death,” Grace said with a smirk. Grace, on the other hand, was eager to ride and brought all her friends from PruittHealth – Bethany to watch as she took off into the sunset.

3rd Place – Christian City Skilled Nursing and Rehabilitation Center/PruiitHealth Pharmacy Services (Christian City)/Christian City Assisted Living Center/PruiitHealth Hospice (Union City) – “A Chef Worth Waiting For”
George has always had a passion for cooking. His father was a cook in a small village in Cameroon, Central Africa. Eventually, George followed his love and his father’s footsteps and became a cook himself. In 1995, he was selected as a chef to cook for the World Series Champion, the Atlanta Braves! In 2004, George suffered a tragic string of strokes that left him unable to continue his passion.

Fortunately, Christian City Rehabilitation Center realized his desires, and jumped at the opportunity to revive his dream! George can now step back into the professional kitchen he always loved. Thanks to the staff at Christian City, George was given the opportunity to be a chef for the day at the prestigious Studio Café located at the Pinewood Studios Atlanta. The entire staff at Christian City embraced George’s dream as their own, it was undoubtedly a blessed moment for all involved!
Quality Care

Our patients are the heart of our family. Their well-being is our primary focus, and we recognize that it is a great responsibility to provide timely and appropriate care and/or services to each and every one of them on a daily basis. At PruittHealth, we incorporate modern technologies with vast experience and a continuous commitment to quality in order to create our holistic PruittHealth Model of Care (see Fig. 2.1). This advanced model of care is convenient and fluid, joining our services together and maximizing the individual’s options, which allows for a customized plan of care.

PruittHealth Model of Care

Figure 2.1

Five of our skilled nursing and rehabilitation centers were named to the U.S. News & World Report’s Best Nursing Homes list for 2017-18. These centers have proven their commitment to an ongoing and concentrated focus on patient-centered quality service delivery.

The following centers in the PruittHealth family of providers were named:
- Laurel Park
- North Carolina State Veterans Home – Salisbury
- PruittHealth – Barnwell
- PruittHealth – North Augusta
- The Oaks at Whitaker Glen – Mayview

SKILLED NURSING & REHABILITATION CENTERS

PruittHealth owns, leases, or manages 90+ centers in four states – Florida, Georgia, North Carolina, and South Carolina. Although joined together by a common brand, vision, and mission of quality, each location is unique to its local community. We believe in a hands-on, heartfelt approach to foster development and exceed expectations through state-of-the-art rehabilitative and skilled nursing practices.

The PruittHealth family of providers has experience and expertise in providing advanced health care services. This is not only evidenced by its number of successful programs, but also by its quality assurance practices. Our quality programs consist of corporate standards, leadership and training, external benchmarking and awards, continuous process improvement, and transparency practices. PruittHealth invests in several applications for tracking quality indicators and monitoring facility performance. We are consistently reviewing data and soliciting feedback in order to do the best job possible. For our customers, we strive to not only be better than the competition but also to be better than we were the day before.

A large part of delivering on our promise to each and every patient is maintaining constant compliance with state and federal guidelines. When evaluating our quality services, the Centers for Medicare & Medicaid Services (CMS) Regulatory Survey measures are an integral part of our overall methodology. We are proud to report that in FY16, we had 24 deficiency-free surveys, in FY17, we had 11 deficiency-free surveys, and in FY18 we had 21 deficiency-free surveys. The list of deficiency-free centers is depicted in Fig. 2.3. on page 12.
Updated Amenities & Hospitality Services

- State-of-the-art rehabilitation suites that feature:
  - Nautilus® and Biodex® strengthening equipment and advanced therapy techniques
  - Cutting edge HydroWorx® Aquatic therapy pools
  - Occupational Therapy kitchens for hands-on rehabilitation
  - Putting greens
  - Multi-surface walking paths
  - Starbucks® coffee shops
  - Spas with jetted tubs, manicure and pedicure chairs, massage services, and soothing fountains
  - Wireless internet access and internet cafés
  - Theater rooms
  - Chaplaincy support and personal guidance (for patient and family as requested)

Safely Reducing Readmissions

PruittHealth is on the forefront of reducing hospital readmissions. We recognize the clinical and financial impact that re-hospitalizations can have on patients and families. In fact, according to the American Health Care Association, one in four persons admitted to skilled nursing centers from hospitals are readmitted to the hospital within 30 days of their center stay, costing the nation’s Medicare program billions of dollars each year. More importantly, the effects are not only physically devastating to the patient, but they can also have emotional and psychological implications for the individual’s well-being.

Recognizing the need to reduce re-hospitalizations, PruittHealth has invested a significant amount of capital over the last few years to improve clinical outcomes and give our caregivers the tools they need to effectively manage our patients. In many instances, we have partnered with local hospitals to create programs that increase communication and reduce re-hospitalizations. Our programs build on a foundation that addresses all health care center patients through a structured risk assessment and intervention process. It takes an aggressive and proactive approach by enrolling all patients upon admission.

The Aha/NCAL Quality Initiative

PruittHealth supports the American Health Care Association’s goal of safely reducing the number of long-stay and short-stay hospital readmissions by improving 10% (Q1 2017 baseline rates) or maintaining a rate of 10% or less by March 2021. We continue to improve professional relationships with other providers to achieve a seamless transition across all service lines and are actively participating.

Effectively Reduce Off-Label Antipsychotics

The National Partnership to Improve Dementia Care in Nursing Homes is committed to improving the quality of care for individuals with dementia living in nursing homes. The Partnership is focused on a person-centered model and wants to deliver a comprehensive and interdisciplinary health care package focused on protecting residents from being prescribed psychotropic medications unless there is a valid, clinical indication with an adequate monitoring process.

The Centers for Medicare & Medicaid Services (CMS) continues to track the progress of the National Partnership by reviewing publicly reported measures. The official measure is the percentage of long-stay nursing home residents who are receiving antipsychotic medication, excluding the 3 approved diagnoses. The coalition includes the CMS, consumers, advocacy organizations, providers, and professional associations.

Between the end of the fourth quarter of 2011 and the end of the first quarter of 2018, the national prevalence of antipsychotic use in long-stay nursing home patients was reduced by 36.6%, decreasing from 23.9% to 15.1% nationwide. The National Partnership continues to work with nursing homes in reducing that rate even further. The national average of long-term antipsychotics during the first quarter of 2017 was 15.1%. PruittHealth facilities currently have a long-term antipsychotic percentage of 14.3%. The national average of short-term antipsychotics during the first quarter of 2018 was 2.1%. PruittHealth facilities currently have a short-term antipsychotic percentage of 2.40%. At the end of
first quarter of 2018, Georgia decreased the long-term antipsychotic percentage by 35.8%, North Carolina decreased by 41.5%, South Carolina decreased by 37.8%, and Florida decreased by 40.7%.

The states where we supply pharmacy services are ranked as follows:
- South Carolina – 11th
- North Carolina – 7th
- Florida – 18th
- Georgia – 46th

The clinical team at PruittHealth has an extensive behavior management program at each facility. This program is instrumental in assessing each patient with psychotropic medication orders on a routine basis. The program is designed to reduce psychotropic use and work with the patient to reduce behaviors.

To date, PruittHealth has been very successful at reaching these goals. The program has helped PruittHealth partners working in the field re-think their approach to dementia care and re-connect with the person and their families.

At PruittHealth, we initially focused on reducing the number of antipsychotic orders that were supported by off-label diagnoses. We created a program centered on enhancing the use of non-pharmacologic approaches and person-centered dementia care practices. Based on CMS’s new Requirements of Participation, we are now focused on reducing all psychotropic medication orders that have the ability to alter a patient’s state of mind. The key to our program is the proper documentation in all areas to support any dose of antipsychotic medications being given on a routine basis. When psychotropic medications are reduced or discontinued, the patient is monitored, making sure there is not an unnecessary decline in functional or cognitive status as a nursing home tries to reduce its usage.

**HOME HEALTH**

PruittHealth Home Health currently operates 10 home health locations in Georgia, 8 locations in North Carolina, and 8 in South Carolina. Combined, these offices serve more than 1,600 patients every day.

The PruittHealth family of providers has been an established delivery system of post-acute care services in the Carolinas since 1994 and has built strong relationships through active local community involvement. The addition of home health to the current continuum of care in these areas has significantly strengthened the services available to patients in need, who deserve options when choosing a health care plan.

Our agencies participate in the Home Health Quality Improvement Campaigns, as well as the Georgia Quality Improvement Organization’s “Care Transitions” project, and are all Joint Commission Accredited – a nationally recognized benchmark of quality indicators.

As the Home Health industry embraces the 5-star ratings, value-based purchasing, and finalization of the IMPACT Act, quality is our number one goal. PruittHealth Home Health works consistently to provide quality patient care with patient-centered care coordination through the numerous health care delivery systems. Through our Outcome and Assessment Information Set (OASIS) data collection process, we provide outcome measures in assessing clinical and performance indicators.

We continue to place emphasis on the prevention of unnecessary re-hospitalizations among all patients. This was not only focused on as part of the national health improvement initiative, but also in order to provide more inclusive care that is in the best interest of the patient. Research statistics confirm that congestive heart failure,
PruittHealth Home Health has transitioned to a new Electronic Patient Medical Record system, Home Care Home Base, which completed implementation within all of our home health agencies in FY18. This system has advanced care coordination and improved the overall quality of services provided to our patient population. PruittHealth Home Health is able to begin the disease management initiative from the time of hospital discharge. Early interventions assist the patient/caregiver in independence re-development and proper disease management in the home setting. These initiatives have positioned PruittHealth Home Health to successfully participate with other health care providers as part of Accountable Care Organizations (ACOs). PruittHealth Home Health continuously seeks opportunities to partner with organizations within the community.

Accountable Care Organizations (ACOs) are groups of doctors, hospitals, and other health care providers, who come together voluntarily to give coordinated, high-quality care to their patients. As participants in these ACOs, our home health agencies have noted a 30-day re-hospitalization rate of 11%, comparable with the state average which sits at 11% (See Fig. 2.5 on page 14).
实施了“最佳实践”指南，以提高患者满意度。

个人护理服务
PruittHealth提供了一种专门的培训项目，以提高护理人员在护理患者时的技能，尤其是结束生命时的护理。该项目已被证明能够提高患者在护理人员提供的个人护理服务体验。

**HOME FIRST**

在2001年，PruittHealth增加了一个名为“SOURCE”的医疗补助计划，其中包含在社区环境中利用资源（SOURCE）的长期护理连续体。SOURCE的目标是识别社区中高风险人群，并帮助管理其在外科设置之外的护理。我们的组织的SOURCE部门称为PruittHealth Home First。我们的护理人员与卫生保健服务提供商和初级保健人员合作，制定一个护理计划。协调护理和护理服务对于成员在家中保持健康——无论是日间健康——紧急响应系统——膳食——交通——护工或个人护理服务——是至关重要的，以满足通过该计划服务的成员的需求。

有三个目标是通过Home First项目在格鲁吉亚州实现的：
1. 减少长期机构护理的需求，并增加在社区中的选择，为老年人和有缺陷的格鲁吉亚人提供护理。
2. 消除服务的碎片化，通过协调医疗和长期支持服务。
3. 增加成本效率和价值，通过促进自我护理和非正式支持，为个别患者提供可能。

在FY18中，PruittHealth Home First:
- 提供了护理管理服务给超过3,800名成员。
- 协调服务为在150个县的成员提供。
- 成功参与了由格鲁吉亚州开发的质量激励计划项目。办公室因达到关键质量指标而受到奖励，包括成员参与客户满意度调查、减少护理机构停留时间以及年度护理管理培训和教育。

此外，在2017年PruittHealth Home First在北卡罗来纳州首次收购了其第一个CAPPS项目。该项目服务82名成员在雅克县。

**GO FOR THE GOLD**

自2007年以来，Go for the Gold项目鼓励和奖励我们的医疗保健提供者在实现质量目标方面表现出色。获胜者根据各种标准，分为金、银、铜等级。每位获胜者都会获得一块奖牌，并用于庆祝其成就。此外，每位获胜者所在位置的合作伙伴也会获得金钱奖励，以表彰其对位置成功的贡献。

**SKILLED NURSING CENTER AWARD WINNERS:**
- **GOLD**
  - PRUITTHEALTH - TOWN CENTER
  - PRUITTHEALTH - BARNWELL
  - NORTH CAROLINA STATE VETERANS HOME - SALISBURY
- **BRONZE**
  - PRUITTHEALTH - PICKENS
  - PRUITTHEALTH - OLD CAPITOL
  - NORTH CAROLINA STATE VETERANS HOME - KINSTON
  - PRUITTHEALTH - TOOMSBORO
  - PRUITTHEALTH - WASHINGTON
  - PRUITTHEALTH - SANTA ROSA
  - PRUITTHEALTH - ELKIN
  - PRUITTHEALTH - MAGNOLIA MANOR
  - PRUITTHEALTH - SYLVESTER
  - PRUITTHEALTH - UNION POINTE

**HOME HEALTH AWARD WINNERS:**
- **GOLD**
  - PRUITTHEALTH HOME HEALTH (FLORENCE)
  - PRUITTHEALTH HOME HEALTH (GAINESVILLE)
- **SILVER**
  - PRUITTHEALTH HOME HEALTH (SWAINSBORO)
- **BRONZE**
  - PRUITTHEALTH HOME HEALTH (SWAINSBORO)

**HOSPICE AWARD WINNERS:**
- **GOLD**
  - PRUITTHEALTH HOSPICE (SAVANNAH)
  - PRUITTHEALTH HOSPICE (GAINESVILLE)
- **SILVER**
  - PRUITTHEALTH HOSPICE (GAINESVILLE)
  - PRUITTHEALTH HOSPICE (SWAINSBORO)
- **BRONZE**
  - PRUITTHEALTH HOSPICE (SWAINSBORO)

**PHARMACY SERVICES AWARD WINNERS:**
- **GOLD**
  - PRUITTHEALTH PHARMACY SERVICES (TOCCOA)
For the fifth consecutive year, PruittHealth Home First has maintained over a 90% level of care approval rating. Home First agencies provided assurance that members receiving services were members who truly met the medical, cognitive, and/or functional level of care requirements.

The American Health Care Association and National Center for Assisted Living’s (AHCA/NCAL) National Quality Award is a prestigious honor awarded to nursing homes, assisted living centers, and residential care facilities that meet the criteria for quality. The awards are evaluated at three distinct levels with the criteria reflecting that of the Malcolm Baldrige National Quality Award. In FY17, these eleven centers were selected as AHCA/NCAL National Quality Bronze Award recipients! Centers who also received an AHCA/NCAL National Quality Award in FY17 are indicated below with an asterisk.

During FY18:
- Average Medicaid dollar expenditure per patient in a long-term care facility = $6,500 per month
- Year-end average of Medicaid expenditures for authorized services per patient = $1,988.73 per month
- Average savings per patient = $4,511.27 per month

PruittHealth Home First continues to maintain a close partnership with the Department of Community Health and Georgia Medical Care Foundation in order to continuously improve overall program performance and to ensure that individual sites are working toward stated goals.

The partnership includes the monitoring of compliance with rules and regulations and quality assurance protocols for waiver programs developed for the Centers for Medicare and Medicaid Services. Although PruittHealth Home First did not have a formal utilization review process during FY18, all locations regularly participate in an internal compliance and clinical audit process. This process provides assurance that care managers are following the program guidelines and are appropriately responding and resolving member issues. Systems are developed, monitored internally, and acted upon to ensure the best quality outcomes.

The American Health Care Association and National Center for Assisted Living’s (AHCA/NCAL) National Quality Award is a prestigious honor awarded to nursing homes, assisted living centers, and residential care facilities that meet the criteria for quality. The awards are evaluated at three distinct levels with the criteria reflecting that of the Malcolm Baldrige National Quality Award. In FY18, these eleven centers were selected as AHCA/NCAL National Quality Bronze Award recipients! Centers who also received an AHCA/NCAL National Quality Award in FY17 are indicated below with an asterisk.
CARE MANAGEMENT

PruittHealth Care Management is a centralized department that effectively and consistently provides enhanced customer service to our patients with commercial insurance and managed Medicare health plans. The benefit of our centralized, specialized case management department is felt immediately by the patient and family during the referral process.

Our Transition Nurses, Intake Coordinators, and Nurse Care Managers work side-by-side with the patient and family to navigate the payer requirements to verify insurance benefits and to ensure clinical authorization is given for the services that meet the individual needs of the patient.

The goal of the Care Management department is to make sure that the insurance payer has all of the medical information required to ensure that the patient receives the right care in the right place at the right time.

Once placed into one of our skilled nursing and rehabilitation centers, or once the customer is receiving services from our family of providers, managed care members receive individualized case management services through our team of nurses, all Certified Care Managers. The over-arching goal of PruittHealth Care Management is to ensure a seamless, safe, and clinically appropriate pathway through the maze of health benefits and various levels of care offered by PruittHealth.

To that end, we provide services 7 days a week so that weekends are not an obstacle to accessing care within PruittHealth. We measure our success with metrics that focus on timeliness and clinical accuracy.

HOME INFUSION PHARMACY SERVICES

PruittHealth Pharmacy Services expanded its offerings in 2008 to include Home Infusion Services in the Atlanta market. We currently offer infusion services and pharmacy consultation to patients throughout Georgia, and some areas of North Carolina and South Carolina, who are being cared for in a home environment, preventing the need for some patients to transition to an institutionalized setting.

Infusion Services Provide:

- TPN
- Enteral and hydration
- Adults and Pediatric Services
- IV antibiotics
- IV pain management
- IV chemotherapy
- IV ionotropic
- IVIG
- IV steroids

Consultative Services Provide:

- Nutritional assessment
- Pharmacokinetic dosing
- Hydration and electrolyte monitoring
- Disease state care planning to improve clinical outcomes
- Strategies and education to prevent re-hospitalizations

Health care experts estimate that 8,000 people will turn 65 years old each day for the next 18 years – that’s approximately 52 million individuals by 2030. The United States’ current health care infrastructure is not designed to handle this change in our population and will create significant opportunities for health care organizations who promote “aging in place” (treating patients at home). PruittHealth Home Infusion Pharmacy Services is poised to meet these opportunities and provide needed services to meet future demand.

In FY18, PruittHealth Home Infusion Pharmacy Services continues to:

1. Expand our services to include specialty medications and copay assistance to our PruittHealth partners.
2. Provide Home Chemotherapy services to various Oncology Infusion Centers.
3. Enhance the continuum of care by transitioning LTC patients with Infusion Therapy needs to the home setting via our Home Infusion Offerings.
4. Educate our patients’ knowledge and training with online videos, located on the PruittHealth website.
5. Educate PruittHealth facilities on TPN Infusion and infusion devices.
6. Expand to provide Adults and Pediatric infusion services.

RETIREMENT SENIOR LIVING

In FY18, PruittHealth moved toward further development of the retirement senior living division of our provider family – The Oaks. The Oaks communities offer everything members need to age in place – providing convenience, security, and flexibility to move within varying levels of lifestyle support. We provide independence, assisted living support, respite stays, and outpatient rehabilitation after illness or injury, all with the prospect of a seamless transition to communities within the same campus for more advanced skilled nursing care (for our Georgia centers).

In FY17, The Oaks region also embarked on a new and exciting initiative by partnering with Formation Capital and assumed management and operations of 9 South Carolina Community Residential Care Facilities (Assisted Living). To date, we have experienced improvements in census growth, quality care, and regulatory compliance!

Throughout FY18, we continue to complete and have ongoing renovations to our senior living properties. State-of-the-art renovations and amenities include new fitness centers, updated wellness centers, expanded therapy spaces, renovated auditoriums, coffee shops serving Starbucks® coffee, dining spaces, and more.

Several of our independent living centers also underwent renovations in FY18, including amenities and features
such as stainless-steel appliances, granite countertops, hardwood flooring, walk-in showers, and much more. We are proud of our Oaks community expansions and offerings and look forward to providing continued quality care and amenities to the seniors we serve.

**PRUITTHEALTH PREMIER**

PruittHealth Premier is a Medicare Advantage Institutional Special Needs Plan (I-SNP) designed for long-term care residents of our skilled nursing facilities. It provides coverage for all traditional Medicare benefits, part D, prescription drug benefits, additional supplemental benefits, and personalized services, including a Nurse Practitioner based model of care.

The model of care is designed to ensure residents receive care in the most appropriate setting to minimize unnecessary hospitalizations and improve quality outcomes. In Plan Year 2017 (ending December 2017), some key successes included:

- There was a 33% reduction in hospitalizations for plan members from Q1 to Q4.
- The hospital readmission rate was 7% compared to the national average of 16% during that time period.
- Facilities saw an improvement in a majority of their long-stay quality measures.
- The average length of stay for skilled services went from 13 days in 2016 to 10 days in 2017.
- We served, on average, 315 members per month.

PruittHealth Premier launched in 41 additional locations in January 2018. At the end of FY18, there were 1,754 residents actively enrolled at those locations. PruittHealth Premier is scheduled to expand to 23 additional centers in North Carolina and South Carolina in January 2019. Additionally, PruittHealth Premier started a D-SNP in Clarke County, Georgia in FY18 that allows the enrollment of dual eligible residents in the community. It provides a Registered Nurse-based Case Management model for improved care coordination and quality outcomes.

**PRUITTHEALTH PHYSICIANS SERVICES**

PruittHealth Physicians Services (PPS) is a new medical practice division recently created to join the PruittHealth family of patient care services. PruittHealth owns and/or manages over 100 nursing facilities in Georgia, North Carolina, South Carolina, and Florida. PPS was formed to eventually provide Medical Directorship and Attending Physician services to our thousands of nursing facility patients. Currently, PPS employs several physicians and nurse practitioners already serving patients in six of our Atlanta area skilled nursing facilities. As the newest member of the PruittHealth family, PPS practitioners will be able to perform beyond the level of services provided by the contracted physicians who have traditionally provided patient care in this sector of healthcare.

Specific dedication of PPS practitioners to PruittHealth patients will enhance care beyond the traditional model:

- **A high ability, time availability, and prioritization for getting to know staff members professionally, to coordinate care within each facility, and to be high-level staff educators, mentors, and teamwork advocates.**
- **We especially plan to provide a level of practitioner communication, trust, and relationships with patients and their families that is sadly lacking with the minimal availability and engagement provided by the traditional model of practitioner care in this setting.**
- **The Medical Director role is traditionally one of meeting minimum expectations for regulatory compliance, policy oversight, and quality improvement. PPS is modeled with a level of intentional engagement and accountability designed to correct this pervasive industry weakness.**
- **Preventive care, vaccinations, appropriate pain management, and thoughtful management of complex problems over time are issues poorly addressed in the nursing home setting, which often lag far behind an organized office practice setting. This model positions the practitioners to address and appropriately manage these kinds of issues, which require foresight and long-term planning.**
- **A significant reduction of preventable and unwanted hospitalizations. This means having practitioners with the time and expertise to oversee and assist with the care when serious illness occurs, but patients want to avoid hospitalization. It is well-known that the main ingredient lacking to accomplish this is competent practitioner availability and engagement.**
- **PPS providers will directly engage in educational and Q&A sessions/events for patient family members; something PruittHealth has never been able to get more than a few contracted providers to provide or enjoy.**
- **Better care coordination and communication with hospitals, referral sources, and third-party payers.**

Intentional pursuit of better communication/coordination with outside hospitals/physicians is a critical ingredient for better transitions of care, a more informed post-acute admission process, better continuity of care, and better relationships with local hospitals and other facilities, specifically their discharge coordinators and physicians.
At PruittHealth, we know that quality customer service starts with strong communication and empathy. We develop and grow quality relationships by identifying, understanding, and anticipating the needs of our patients, families, and clients and then, not just meeting but exceeding their expectations. That is why we conduct customer satisfaction phone surveys with Pinnacle Quality Insight and paper surveys with Strategic Health Programs (SHP).

Pinnacle provides monthly survey data for our organization, and SHP provides data for our Hospice and Home Health divisions. We are excited to continue to work with them to improve our customer satisfaction scores. Improving customer satisfaction is not just a national quality initiative, but one that our organization has chosen to pay special attention to as well. Patients today have more choice than ever with regard to health care delivery, and it is our aim to be on the top of their preferred list.

Pinnacle provides us with qualitative data for our organization to offer more accurate information for each location. We are confident that a more detailed analysis gives us the proper tools needed to improve and exceed our customer satisfaction survey goals and results. We are able to dig deeper into comments and suggestions from patients and families, and conducting the surveys via phone has given us more information to improve and resolve any issues.

Our customers are extremely important to us. We are proud of our accomplishments, as well as the strides that we have made with our customer satisfaction processes and results, and we have traditionally met and exceeded our customers’ goals.

The charts in Fig. 3.1 to 3.3 reflect the customer satisfaction scores for each of our service lines, as well as the overall satisfaction with PruittHealth.

BEST IN CLASS
AWARD WINNERS
The following locations excelled as Best in Class for customer satisfaction survey results in FY18:

- North Carolina State Veterans Home - Black Mountain
- PruittHealth Home First (Albany)
- PruittHealth Home Health (Blue Ridge)
- PruittHealth Hospice (Anderson)
- PruittHealth Pharmacy Services (Valdosta)
- The Oaks at Whitaker Glen

Figure 3.1
PruittHealth

Figure 3.2
Health Services

Figure 3.3
Community Services

| Health Services include the following service lines: Hospice, Home Health, Pharmacy Services, Medical/Surgical and Therapy Services. Community Services include Skilled Nursing, Assisted Living, and Independent Living facilities. For more information, please visit our website. |
CARE AMBASSADOR PROGRAM

Care Ambassadors are steady points of contact who provide daily support for patients and their families. They are specially trained to greet new admissions with the highest level of customer service and assist with: grievance counseling, the celebration of birthdays, kindness gestures such as small beverage and food offerings during difficult times, and overall getting to know the customer in order to better care for their needs.

Information about the Care Ambassador program is introduced to customers during the admission process and continues for as long as they are in our care or part of our health care community. Care Ambassadors are able to address any verbalized concerns immediately. They lend a personalized touch by offering handwritten cards and small celebrations for birthdays and milestones in recovery.

Oversight of the program is handled by Care Ambassador Team Leads who have years of experience and expertise and demonstrate a desire and capability to lead a group of ambassadors. While the program is still in its infancy, so far it has shown to be an enjoyable and integral part of day-to-day operations.

NURSE NAVIGATORS

We believe that a comprehensive focus on quality of life goes beyond resolving the patient’s immediate medical needs. It should address our patients holistically, to include mental, social, and spiritual well-being. This is why at many of our locations, our patients are granted access to amenities such as selective dining menus, high-speed wireless internet access, socially integrative activities, flat screen televisions, finely-appointed day rooms, and even gourmet coffee and snack bars.

Quality of life is greatly influenced by strong communication and the continued involvement and support of those closest to our patients. To best address this basic need, we continue to add new Nurse Navigators to our centers. These nurses serve as liaisons between the patient/family and the facility, providing a high level of expertise and communication to ensure that those patients’ and family’s needs are met.

Nurse Navigators drive coordination of care with the focus of increasing customer satisfaction and decreasing re-hospitalization.

Transitioning to a skilled nursing and rehabilitation center can be an overwhelming venture. Therefore, we created Perfect Path. Perfect Path is a comprehensive program aimed at coordinating effective and efficient patient-centered care. This program ensures that by having an increased awareness of their condition and active involvement in their plan of care, patients and their families will experience less anxiety and stress. Our Nurse Navigators are trained to provide updates and progress to patients’ families and loved ones so they can stay connected even when they cannot be physically present.

Oversight of the program is handled by Care Ambassador Team Leads who have years of experience and expertise and demonstrate a desire and capability to lead a group of ambassadors. While the program is still in its infancy, so far it has shown to be an enjoyable and integral part of day-to-day operations.
Quality COMMUNITY SERVICE

Since December of 1998, the PruittCares Foundation has provided programs and services to assist its partners, communities, and patients in hardship. The Foundation restores hope and supports those on a healing path. Throughout life, there are moments when it helps to know that you are not alone – that there are others who are there to support you. The PruittCares Foundation has developed and implemented various programs to support individuals and local communities and to ensure the people have the proper resources to live a healthy, prosperous, and renewed life.

PRUITTCARES FAMILY OUTREACH
The PruittCares Family Outreach Program was established to assist caregivers who have experienced a natural disaster or devastating hardship. Through donations from partners and community members, the Foundation can offer real assistance to families in need. Just in the last five years, the program has awarded more than half a million dollars to over 600 recipients.

Partners of PruittHealth contribute generously to this program through payroll deduction and online donations and are the primary source of funds for Family Outreach crisis grants. As one partner said, “You never know when you are going to be the one in need.” These donations, big or small, mean so much to those facing a crisis. From helping a partner through an unanticipated hardship or assisting a client’s family in a time of need, these grants are game changers for those who receive them.

SCHOLARSHIPS
The PruittCares Foundation delivers on the belief that advancement through education for our partners and community members provides higher quality health care to our patients. That’s why the Foundation provides annual scholarship opportunities for nursing, pharmacy, and rehabilitation students. We have continued to support the future of health care workers, and because of this financial support, we are increasing the quality of care for patients. These scholarship recipients are our future leaders, and it is our honor to support them.

CAMP COCOON
This year was the Foundation’s 15th year to sponsor and host Camp Cocoon. This annual children’s bereavement camp is held in Tallulah Falls, Georgia. The camp’s primary goal is to help children who have lost a loved one gain a solid understanding of their grief journey, as well as learn to express their feelings during the difficult process.

In a small peer group, they receive support, learn, and heal. By being present and caring for each other, campers begin to open up again to the challenges of living. While grief recovery is a journey, the process is especially different for children. Most need to learn tools and techniques to cope with a loss, and that is what the camp is designed to accomplish.

“It helps me to understand that I am not the only one with a loved one I miss really bad; there are others who also feel bad and have the same experience as me.”

– Rayne, 12-year-old camper

It is an honor and privilege to host and be so involved in a camp like this each year. It is vital that we, as a society, help children through their grieving processes to ensure that they know they are not alone. The campers, as well as the counselors and the volunteers, create strong bonds. It aids the healing process to feel accepted among peers who have also experienced a loss.

“Camp Cocoon has great groups, counselors who will listen to you. I would tell my friend that Camp Cocoon is a place where you can be open, and you don’t have to hide your feelings like you usually do. It is a safe place because you are with other people who have lost close family members.”

– James 12-year-old camper

Over the years, parents and campers have told us how much the camp has meant to them. Children rediscover their youthfulness and happiness, and they find relief that their children begin to express their feelings more healthily. Camp Cocoon is a transformational experience for many people in many ways.

Over the past eight years, the Foundation has worked to provide children in other regions of our four-state service area with this same opportunity. The PruittCares Foundation now holds five one-day camps. There is never enough help for those who suffer, but Camp Cocoon is making a difference in so many people’s lives. Each year is
a new opportunity to provide assistance and counseling to those in need, and we remain unwaveringly committed to the well-being of these children. Camp Cocoon has proudly helped several thousand children since its inception.

**CAMP COCOON CHALLENGE**

In 2017-18, more than twenty-five PruittHealth facilities participated in a fund-raising challenge for Camp Cocoon, sponsoring their own events to support the camp. The Grand Champion facility was PruittHealth – Greenville.

**VOLUNTEER OF THE YEAR**

This year, Alice Popielarz was recognized as the second recipient of the Annual PruittCares “Volunteer of the Year Award”. Her efforts supporting a day camp session of Camp Cocoon in Winnersville, Georgia, near her office at PruittHealth Hospice (Valdosta), were recognized by a standing ovation at the annual Spring Conference. Without fanfare, Alice has created the second-largest session of Camp Cocoon, and she has designs to grow the camp to a full weekend in the near future.

For more information or to make a contribution, please contact Chris Pomar, Executive Director of the PruittCares Foundation at 678-533-6336 or cpomar@pruitthealth.com, or by visiting the website at https://www.pruittcares.org.

In closing, we would like to thank you for your interest in the PruittHealth Family of Providers. We attribute our thriving growth and development as a leading provider of health care services to our strong emphasis on quality initiatives throughout all aspects of our family-centered care and service delivery. PruittHealth continues to rise to the challenges and opportunities of new legislation, regulations, and technology, as well as offer a better quality of life to those in need.

By providing transparency into our performance data outcomes, we believe we demonstrate our faithfulness to our mission statement and vision:

**OUR MISSION:**

Our family, your family, one family;
Committed to loving, giving, and caring;
United in making a difference.

**OUR VISION:**

To be innovators in a seamless and superior health delivery system to the communities we serve.

We aim to inspire, create, and revitalize not just the body but the soul of our patients. Our partners unite under our mission of making a difference and supporting quality initiatives in all that they do. Our customers know that we value the development of our professional relationships and strive to be the kind of associate they can rely on and trust. PruittHealth is focused on the future of health care and delivering on its quality promise of caring for you and your health.

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**PRUITTHEALTH COMMITMENT TO CARING PLEDGE**

We, the PruittHealth family of providers, recognize the inherent value of our clients. Whether they are patients, residents, families or friends, volunteers, partners, or the communities in which we are located, we are committed to serving health care needs, gaining customer loyalty, and maintaining their satisfaction at the highest level.

We, the PruittHealth family of providers, commit that we will promote a timely, courteous rapport with those that affect our industry, including the public members of the health care workforce, our vendors, and referral sources.

We will maintain relationships grounded in respect, open communication, and professionalism with those in the regulatory agencies, reimbursement agencies, and law enforcement.

We, the PruittHealth family of providers, commit to open and honest communication which provides a foundation for practicing what we do in an ethical and legal manner. We understand that a creative work environment maximizes performance improvement. We cherish and value partner competency built through continuing professional development.

We reward teamwork and empower those that promote quality care and services. We commit to uphold a culture that fosters caring, fairness, and respect for people and property.

This is OUR “Commitment to Caring”.